UNIVERSITY OF CAPE COAST GHANA

VISION STATEMENT FOR THE UNIVERSITY OF CAPE COAST

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Motto: In Humility, Lead, Care and Transform

OUTLINE OF PRESENTATION

- ➤ Introduction
- ➤ Derivation of Vision and Mission
- ➤ Five Strategies To Achieve My Vision
  - • Increase Intake and Success of Students
  - • Emphasize Academic Distinctiveness
  - • Generate Additional Revenue and Maintain Fiscal Discipline
  - • Enhance Visibility and Promote Internationalization
  - • Create Organizational Culture and Improve Effectiveness & Efficiency of Governance System
- ➤ Roadmap & Conclusion

Introduction

5 COLLEGES

18 SCHOOLS/ FACULTIES

85 DEPARTMENTS

16 CENTRES/ UNITS

1962: Established as a leader in teacher education

1971: Elevated to full university (Act 390)

1992: Expanded to diversify programmes (PNDC Law 278)

4,955 STAFF

70,300 STUDENTS

Derivation of Vision and Mission

UCC'S VISION

To be a University with worldwide acclaim that is strongly positioned for innovative teaching, research, outreach and professional development
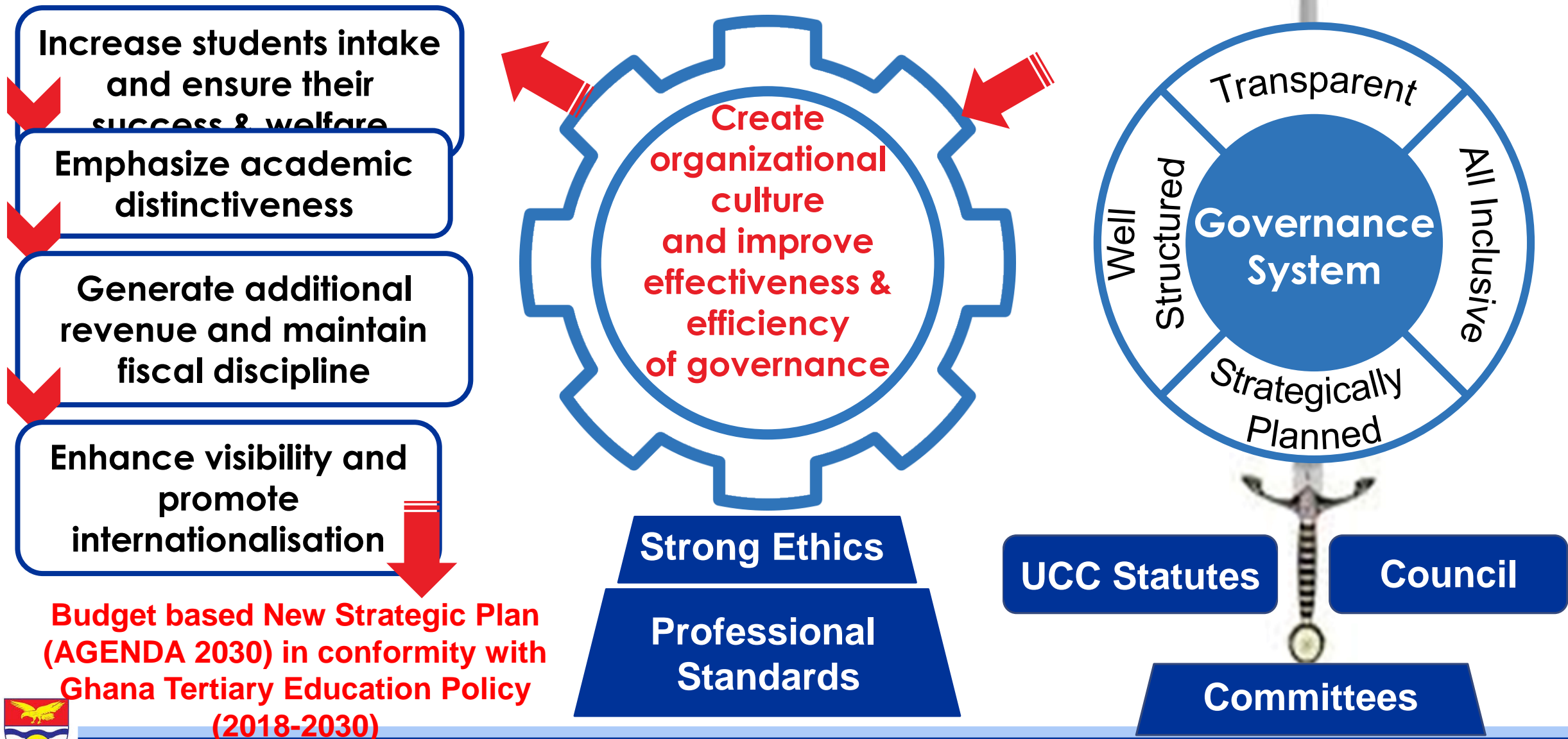
UCC'S MISSION

UCC is an equal opportunity university uniquely placed to provide quality education through the provision of comprehensive, liberal and professional programmes that challenges learners to be creative, innovative and responsible citizens

MY VISION FOR UCC

To re-position UCC as the global hub of creative thinkers, offering demand-driven programmes integrated with practical entrepreneurial courses and actively translating the products of its innovative research for sustainable development.

MY MISSION FOR UCC

To ensure that the UCC creates a niche by providing quality, equitable & inclusive education that empowers its graduates to be independent, lifelong learners and responsible citizens who have passion for job creation whilst contributing to public service.

Five Strategies to Achieve my Vision

- **Increase students intake and ensure their success & welfare**
- **Emphasize academic distinctiveness**
- **Generate additional revenue and maintain fiscal discipline**
- **Enhance visibility and promote internationalisation**

Budget based New Strategic Plan (AGENDA 2030) in conformity with Ghana Tertiary Education Policy (2018-2030)

Create organizational culture and improve effectiveness & efficiency of governance

Strong Ethics

Professional Standards

Transparent

All Inclusive

Well Structured

Governance System

Strategically Planned

UCC Statutes

Council

Committees

Strategy One: Increase Intake and Success of Students

➢ 1A - Revamp existing programmes and establish New ones

   Improve quality teaching & learning, and Students' Engagement

➢ 1B - Provide Physical and ICT Infrastructure

Strategy 1: Increase Intake and Success of Students

STRENGTHS

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CHALLENGES

1 Unique & relevant academic programmes, Good teaching & learning tradition

i. The need to add more relevant & demand-driven programmes
ii. Inadequate academic and residential facilities
iii. Difficulty in recruiting high calibre staff and upgrade of some of them.
iv. Recent complaints of low quality of graduates (with low employable skills) esp those from distance mode

2 Institutional collaboration with Industry & Academia

No standardized policy guidelines for Industry-Academia engagement.

3 Access to ICT systems

i. Limited network infrastructure
ii. Less promotion of e-learning platforms

Strategy 1: Increase Intake and Success of Students

(A) Promote active and reflective teaching and learning in a conducive academic environment to produce responsible (ethics minded) graduates with employable and entrepreneurial skills and groomed to start-up businesses.

Revamp Existing programmes and establish new ones

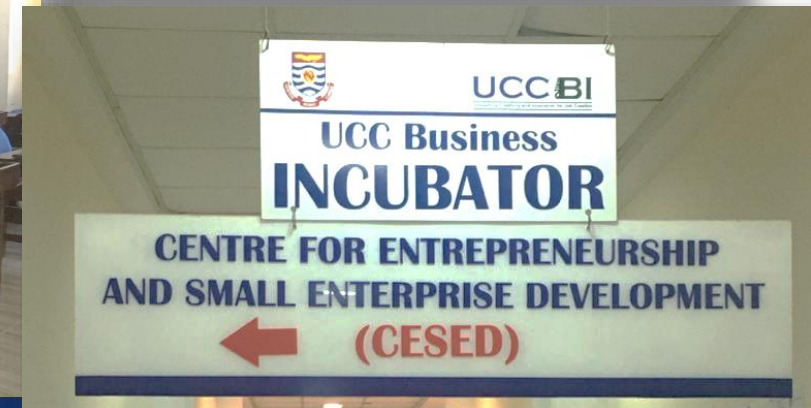**Strengthen Teaching & Learning Support Centre (TLSC) and include Instructional Design Unit (IDU).**

Resource & develop Business Incubation Centre to become the UCC Design Thinking & Business Dev't   Centre (UCCDTBDC)

New Undergraduate Programmes:
i.   B.Ed STEM Education
ii.   B.Sc Computer Engineering (AI)
iii.   B.Com Entrepreneurship & international Business

New Postgraduate Programmes:
i. M.MED Nuclear Medicine
ii. M.Phil/PhD Clinical Optometry
iii.M.Phil Investigational Sci & Criminal Justice
iv.M.Ed/PhD STEM Education

Strategy 1: Increase Intake and Success of Students

(A) *Promote active and reflective teaching and learning in a conducive academic environment to produce responsible (ethics minded) graduates with employable and entrepreneurial skills and groomed to start-up businesses.*

Review and pursue reforms of the College of Distance Education (CoDE)

Creation of VC Stimulus fund for STEM Education & Entrepreneurship

Enhance Flexible Distributive Learning: face to face, Blended & full e-Learning options (using studios, digitized learning models, etc.)

Academia-Industry Collaboration
- Co-opt industry expert(s) on Dep'tal/Sch/College Boards.
- Appoint liaison officers
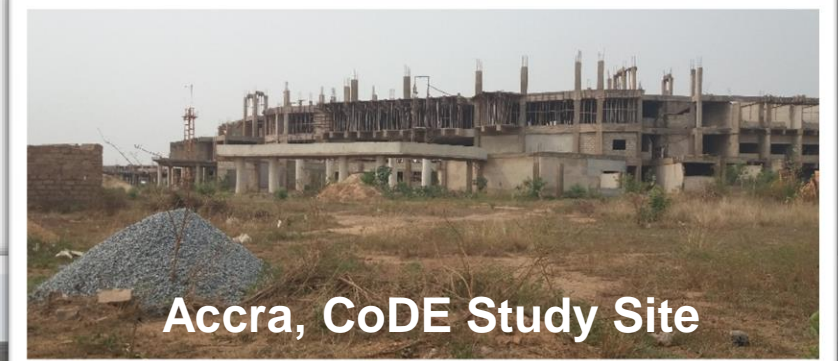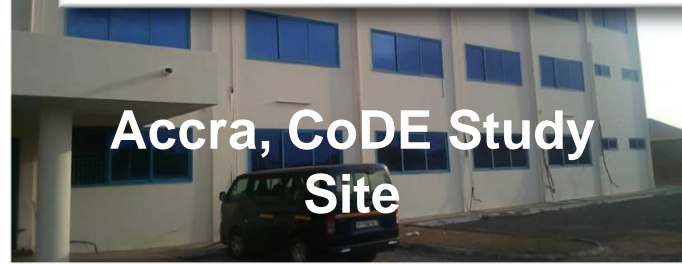- 6 months industry/community experience for students

Strategy 1: Increase Intake and Success of Stdents

(B) *Strengthen and improve upon physical & ICT infrastructure and facilities that will enhance conducive working and learning environment*

Develop a 10-year disability friendly infrastructural plan with in-built campus maintenance schedule and beautification

Start by completing building projects with funds from IGF, GETFund, etc.

Dominase, CoDE Study Site

Accra, CoDE Study Site

Agona Nyakrom, CoDE Study Site

Zuarungu, CoDE Study Site

Accra, CoDE Study Site

Set-up Special Proj Mng't C'ttee for all outstanding project litigations & to strengthen project procurement procedures

Strategy 1: Increase Intake and Success of Students

(B) *Strengthen and improve upon physical and ICT infrastructure and facilities that will enhance conducive working and learning environment*

Develop a 10-year disability friendly infrastructural plan; with inbuilt campus maintenance schedule and beautification plan

Expand ICT Infrastructure
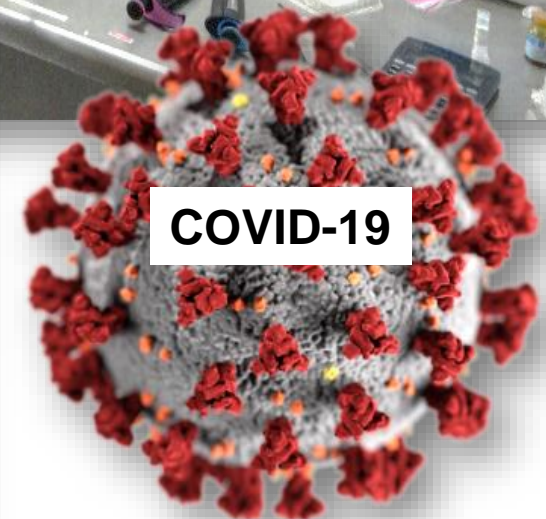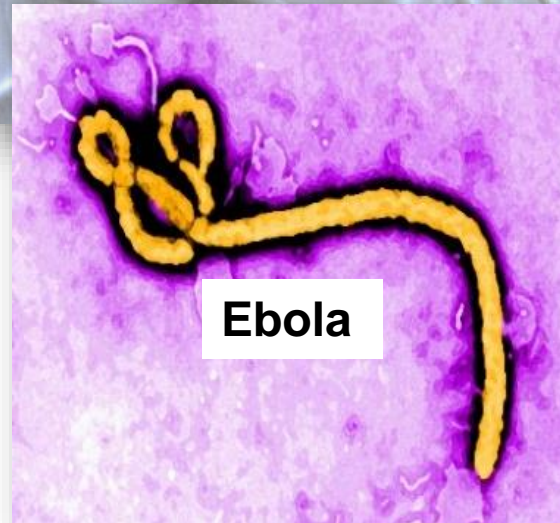
Enhance Security , Protection & Social Resp.

CoHAS & other Building Projects

Proposed CoHAS Building Complex

Strategy Two: Emphasize Academic Distinctiveness

➢ Recruitment of high calibre staff -2A

➢ Undertake relevant research-2B
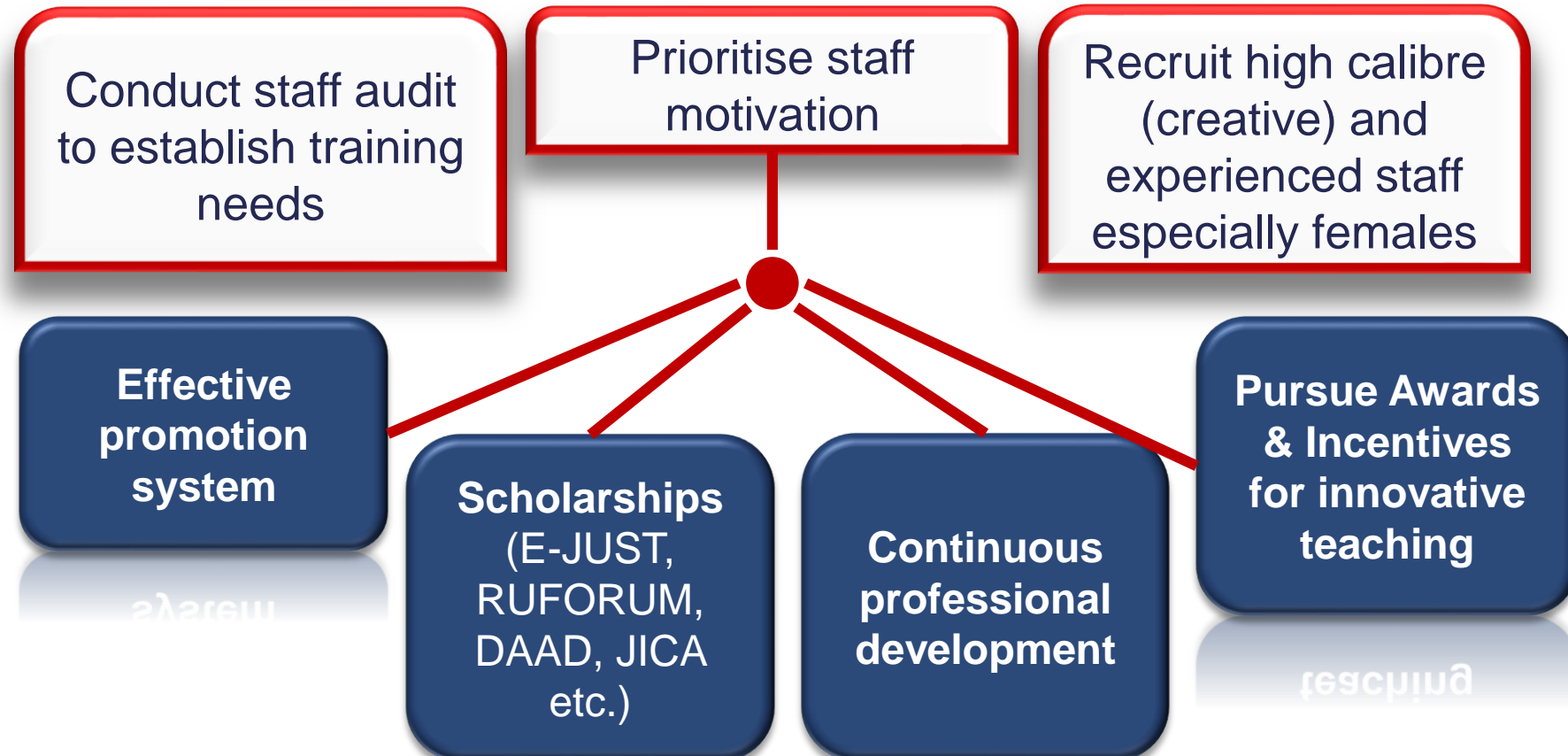

Ebola

COVID-19

Strategy 2: Emphasize Academic Distinctiveness

(A) To recruit, select, develop and retain high calibre and motivated staff who are innovative and globally competitive

STRENGTH: Growing culture of excellence in research

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CHALLENGE: (i) Just a few research fellows and other high calibre staff (ii) less research infrastructure (iii) Very low postgraduate research students

Conduct staff audit to establish training needs

Prioritise staff motivation

Recruit high calibre (creative) and experienced staff especially females

Effective promotion system

Scholarships (E-JUST, RUFORUM, DAAD, JICA etc.)

Continuous professional development

Pursue Awards & Incentives for innovative teaching

Strategy 2: Emphasize Academic Distinctiveness

(B) To develop and strengthen research capacity and output to position UCC as a centre of academic excellence.

Enhance capacity of DRIC

2 deputy directors (R, D & E + Grants & Marketing)

Pursue research chairs policy

Increase research funding (GHC100K to GHC500K)

Provide research Infrastructure (Physical & ICT)

Develop Research Laboratories

Integrate existing labs

Establish new ones (Science &SMS building projects- GETFund)

Biomedical & Clinical Research Centre (Eg. EBOLA & COVID-19) and other Centres of Excellence (esp. ACE)

Pursue Translational Research

Ensure Research product translation by DRIC working closely with UCCDTBDC

Strategy Three: Generate Additional Revenue and Maintain Fiscal Discipline

Some aspects of 2019 financial statement

INCOME	YTD Budget	YTD Actual	Varience Better/(Worse)	%
	GHS	GHS	GHS	
INCOME				
Total Income	**523,581,811.00**	**489,828,420.00**	**-33,753,391.00**	**(6.45)**
EXPENDITURE				
Total Compensation	241,284,650.00	226,136,882.00	15,147,768.00	6.28
Total Goods & Services Expenses	236,699,216.00	186,430,633.00	50,268,583.00	21.24
Total Operating Expenses	477,983,866.00	412,567,515.00	65,416,351.00	13.69
Operating Surplus/ (Deficit)	45,597,945.00	77,260,906.00	31,662,960.00	69.44
Part-Time Teaching	**2,775,000.00**	**2,741,179.00**	**33,821.00**	**1.22**
UCC Enterprise Ltd (Water & Fuel)			**1,164,497.21**	
Total Fixed Deposit Investment			**213,093,857.46**	

Source: Finance C'ttee Rep, Mar. 2020

Strategy 3: Generate Additional Revenue & Maintain Fiscal Discipline

STRENGTHS

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CHALLENGES

1 Income generation units and sound financial control systems

Dwindling flow of government subvention, internally generated funds and delay in payment of AFUF

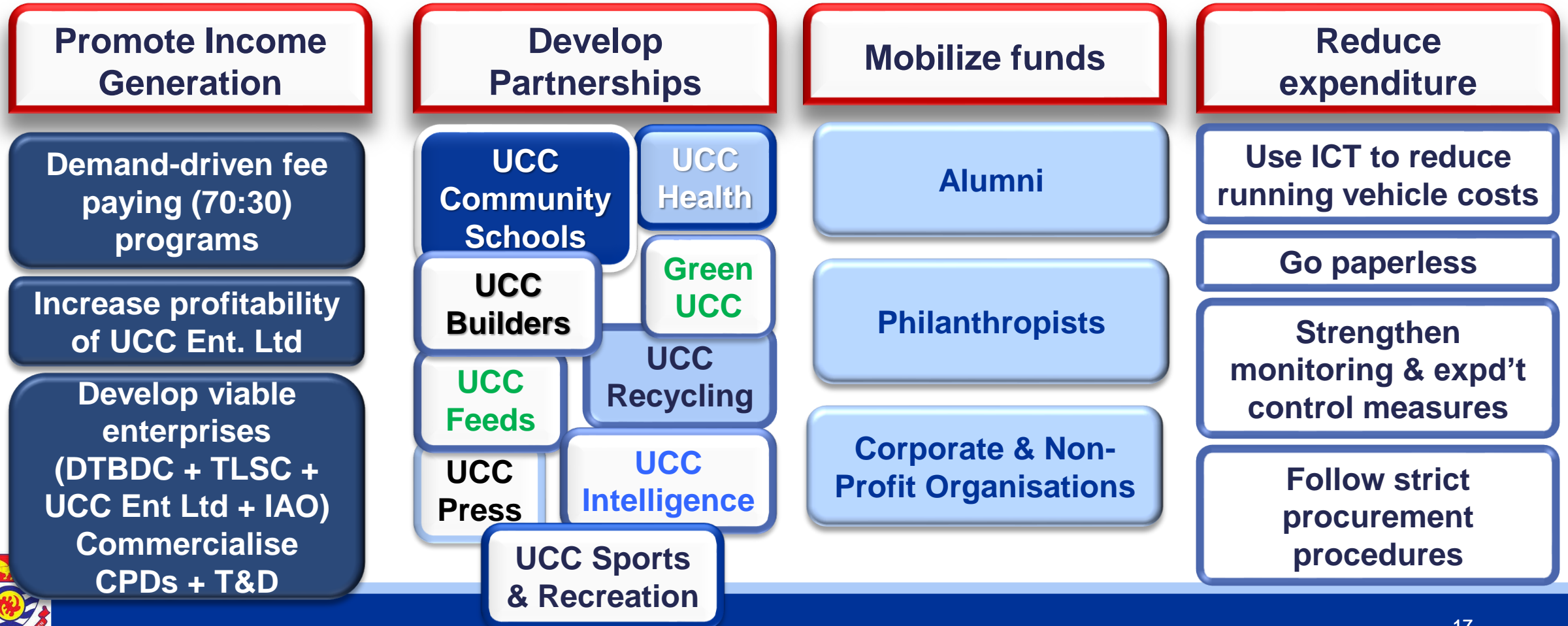**2** Vast landed property and unique location

Unable to fully harness all available resources in relation to UCC's location
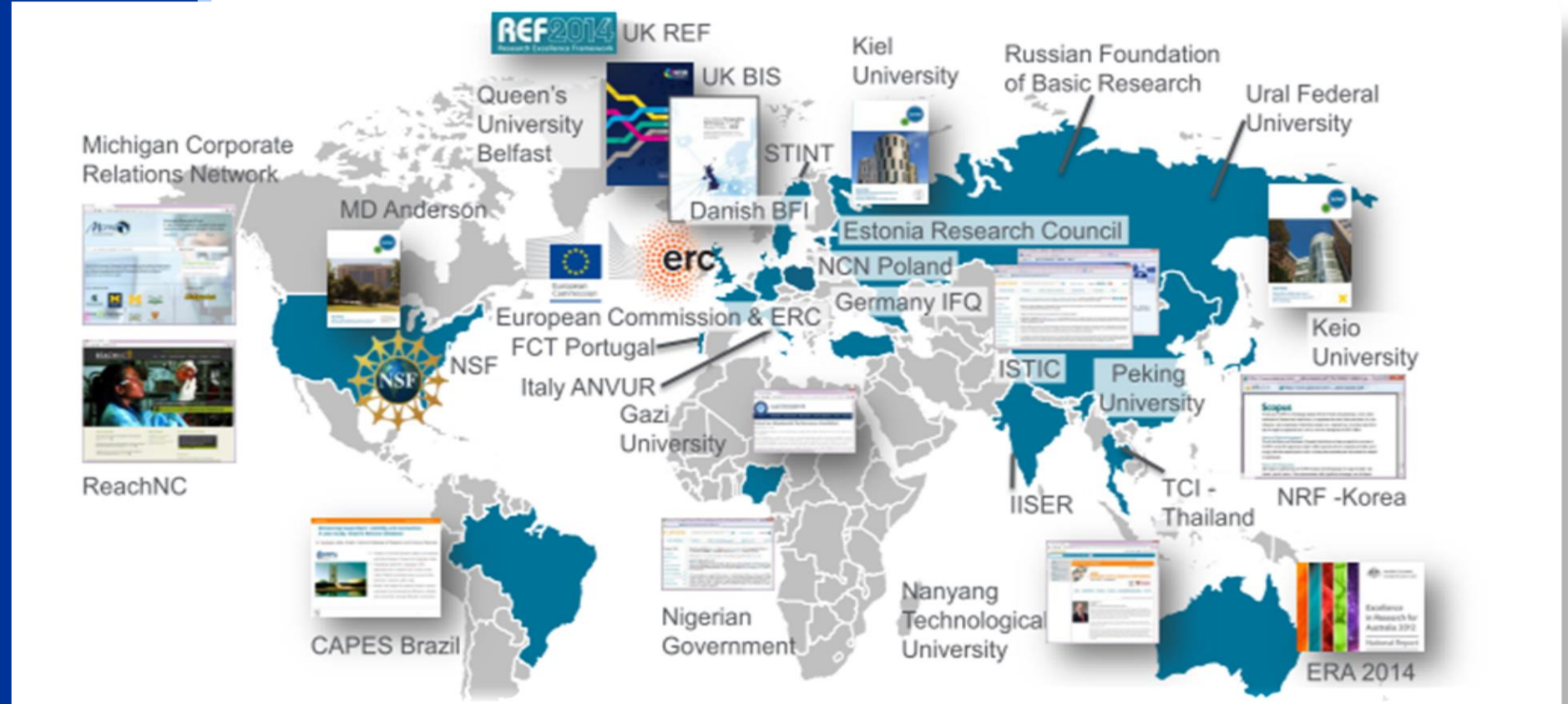
Strategy 3: Generate Additional Revenue & Maintain Fiscal Discipline

To vigorously work to improve revenue generation and enforce fiscal discipline to achieve operational and financial sustainability

Promote Income Generation

- Demand-driven fee paying (70:30) programs
- Increase profitability of UCC Ent. Ltd
- Develop viable enterprises (DTBDC + TLSC + UCC Ent Ltd + IAO) Commercialise CPDs + T&D

Develop Partnerships

- UCC Community Schools
- UCC Health
- UCC Builders
- Green UCC
- UCC Feeds
- UCC Recycling
- UCC Press
- UCC Intelligence
- UCC Sports & Recreation

Mobilize funds

- Alumni
- Philanthropists
- Corporate & Non-Profit Organisations

Reduce expenditure

- Use ICT to reduce running vehicle costs
- Go paperless
- Strengthen monitoring & expd't control measures
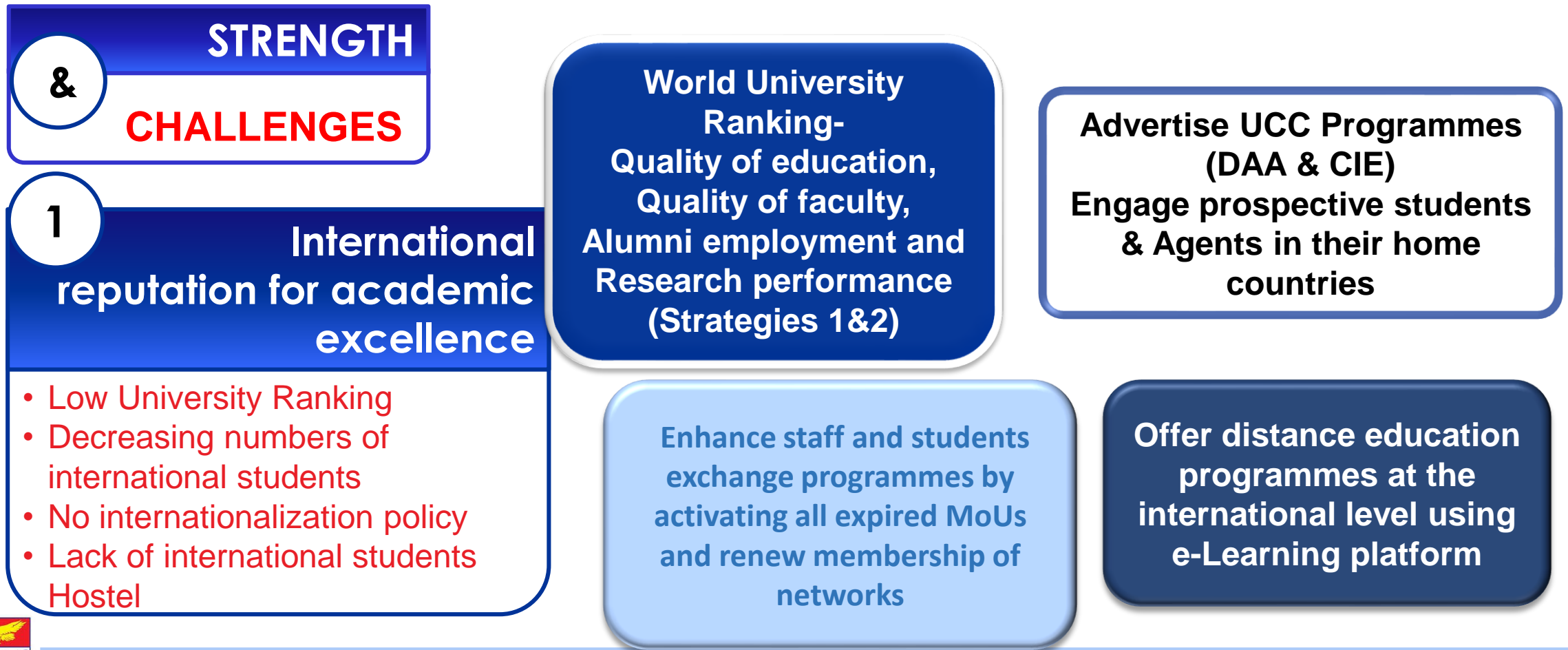- Follow strict procurement procedures

Strategy Four:
Enhance Visibility and Promote Internationalization

Strategy 4: Enhance Visibility and Promote Internationalization

Embark on internationalization and marketing drives that seek to enhance the visibility of the University

STRENGTH

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CHALLENGES

1 **International reputation for academic excellence**

- Low University Ranking
- Decreasing numbers of international students
- No internationalization policy
- Lack of international students Hostel

World University Ranking-
Quality of education,
Quality of faculty,
Alumni employment and
Research performance
(Strategies 1&2)

Advertise UCC Programmes (DAA & CIE)
Engage prospective students & Agents in their home countries

Enhance staff and students exchange programmes by activating all expired MoUs and renew membership of networks

Offer distance education programmes at the international level using e-Learning platform

Strategy 4: Enhance Visibility and Promote Internationalization

Embark on internationalization and marketing drives that seek to enhance the visibility of the University

**Set a committee to draft internationalization policy and guidelines**

Set up a 'Board' for Centre for International Education to enhance efficiency

Pursue Special fee Package for students of ECOWAS member States

Periodic engagement of stakeholders

Strengthen alumni associations at international and regional levels and honour excelled alumni

Formalise international students association

Enhance visibility through diaspora engagement (PANAFEST)

THE YEAR OF RETURN
Ghana 2019
Akwaaba
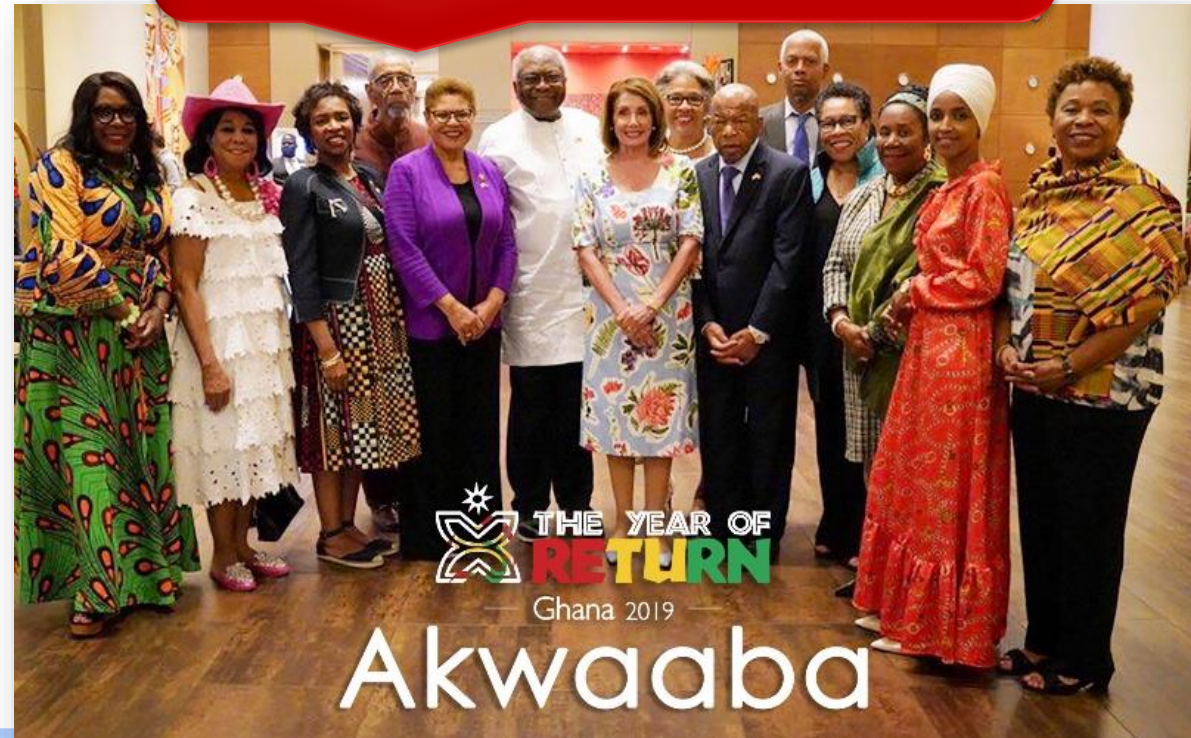
Strategy Five: Create Organizational Culture & Improve Effectiveness & Efficiency of Governance System

Constant Continual Improvement for 'Good Change'
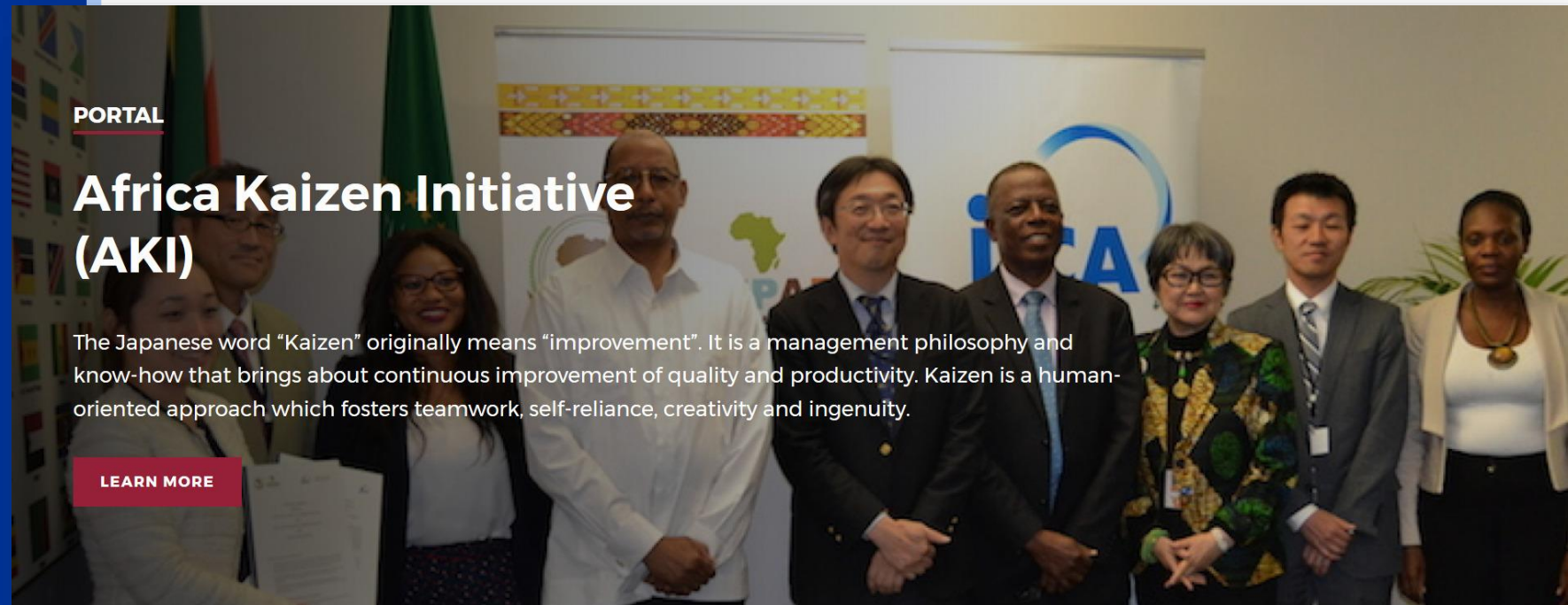
Strategy 5: Create Organizational Culture and Improve Effectiveness and Efficiency of Governance System

STRENGTHS

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CHALLENGES

1 **Structured governance system**

Incomplete decentralized system of governance and delays due to bureaucracies

2 **Existence of Directorate of Academic Planning & Quality Assurance (DAPQA)**

DAPQA does not capture all Engagement Indicators (EIs) and High-Impact Practices (HIPs) of students and lecturers.

3 **Good Corporate Image of UCC**

Inter-Halls Conflict damage Corporate Image of UCC

Strategy 5: To create organizational culture and improve effectiveness and efficiency of the governance system

Adapt KAIZEN philosophy (constant continual improvement for 'good change') to cause good attitudinal change & improve leadership

Set up Committee to amend UCC Statutes (2016) in conformity with Public Universities Act, 2020 for 2 Pro-VCs (Academic & Administration + Research & Entrepreneurship)

Motivate staff by fair appointments &promotions criteria & ensure academic freedom

Recruit to reflect core mandate of UCC

Establish Appeals Board to consider petitions from aggrieved persons

ROADMAP OF SOME KEY ACTIVITIES

Increase students intake and ensure their success & welfare

Emphasize academic distinctivene-ss

Generate additional revenue and maintain fiscal discipline

To enhance visibility and promote internationaliz-ation

Create organizational culture & improve efficiency & effectiveness of the governance system

Increase intake and success of students

Nov 2020:
- Accommodation: Liaise with all landlords to make sure they provide proper accommodation facilities.
- Register all private hostels and link them to student registration

- Restructure the Teaching Support Centre into Teaching and Learning Support Centre (TLSC) to include Instructional Design Unit to promote practice-oriented teaching and learning and organise workshops to lecturers and tutors in affiliate institutions.
- Encourage schools/ faculties/Departments to co-opts experts from Industries to be part of their Boards.

Nov 2020:
- Establish satellite campuses at Dominase, Papafio and Ndoum School of Business & Technology (NSBT)
- Run executive programme at Agona Nyakrom.

Dec 2020
- Auditing and Harmonisation of Academic Programmes (at both undergraduate and postgraduate levels programmes to identify duplicates)

Increase intake and success of students

December 2020
- Establish new programmes (see Appendix 1).
- Form Academic Board subcommittee on accreditation and reaccreditation of programmes with members from each college nominated by academic board.
- Use the NAB format and integrate it with that of UCC

May 2021:
- Develop 10-year infrastructure and land use policy to cover the following, Hostels, Lecture Theatres, Medical Centres, Recreational Centres, Industrial parks, Laboratories, Offices and Residential accommodation for staff, Research Centres, Integrated Security Networks Road Network.

December 2021
- Build superannuation-type student accommodation
- 5,000-seater Auditorium for 2022 the celebrations of the University of Cape Coast Diamond Jubilee celebrations

August 2021
- Integrate ethics, practical entrepreneurship, technology, etc in all programmes
- Build student relaxation facilities interspersed with snack bars

December 2022
- Complete existing projects and make sure they are all connected online (Main Campus, Dominanse, Agona Nyarkrom, Papafio, Zuarungu, Jumakpor)

Emphasize academic distinctiveness

November 2020:
- **Experiential Learning**
- Appoint industry-liaison officers at each College who will report to Chairman of Monitoring and Evaluation Committee
- Provost and Colleges to identify and build a register of possible affiliations for students' internship.
- Compulsory Internship: appoint industry liaison and career advisory officer(s) who identify businesses the University can collaborate with
- Revise our teaching timetable and adopt modular teaching method.
- Encourage faculty and student to focus on research relevant to local and national development.

December 2020
- Build capacity of staff on grantsmanship, academic and applied research

January 2021
- Develop Simulation laboratories for practice orientation
- Restructure and resource the School of Business's Incubation Centre to become an Entrepreneurship Centre to be called UCC Design Thinking and Business Development Centre

July 2021:
- Virtual laboratory development and popularization
- Dry laboratory development to improve research

Emphasize academic distinctiveness

August 2021:
- Develop and promote STEM education.
- Build smart classrooms to facilitate online teaching and learning
- Learning Management System
  - *Online programmes*
  - *Online teaching for both regular and distance students*
  - *Study centres linked online to the main campus*
  - *Build capacity of lecturers at the school level for online teaching, Microsoft teams and Zoom (add in to zero ratings and integrated Zoom into the platform).*

August 2021
- Collaborate with stakeholders to develop improved seed varieties for use locally and internationally
- Incorporate practical entrepreneurship in teaching and learning of all courses
- Establish entrepreneurship endowment fund for students

December 2021:
- Laboratories integration
- Centralized ultra-modern and well-resourced research laboratory to support applied research.
- Artificial Intelligent simulations would be bought and used to support research

Emphasize academic distinctiveness

January 2022
- Acquire laboratory on wheels with ICT simulations to support science research in satellite campuses

August 2022
- Institute students' entrepreneurship business and projects

December 2022
- Develop an Agricultural Innovation Centre to showcase and discuss innovative agricultural ideas to improve upon the production of new varieties (especially, to support national agriculture policies)

December 2022
- Support IEPA, Africa Centre of Excellence in Coastal Resilience (ACECoR) and Laser Centre
- Establish Biomedical & Clinical Research Centre, Institute of Forensic Science, Institute of Science and Technology, Medical Centre, Africa Centre for Sports and Recreation, and Institute of Slave Trade, Migration and Self- Reliance Studies (ISTMSRS)

Generate additional revenue & maintain fiscal discipline

August 2020
- Entrepreneurship policy
- Proposal to establish University of Cape Coast (UCC) design thinking and business incubation centre

October 2020
- Develop research translation and/or commercialisation policy
- Develop modalities for the introduction of Students in agriculture programme

October 2020
- Develop a comprehensive enterprise development and partnerships policy with draft MOUs to strengthen the existing business projects as well as to serve as a guide to strengthen the University's business relationship with Industry players
- Strengthen Institutional Affiliation Office (IAO) to partner governmental organisations to run academic programmes

December 2020:
- Fundraising strategies (acknowledge Alumni contributions in kind and cash e.g. naming structures, landmarks etc after those who contribute hugely)
- Commercialise laboratory services using Standards Board accreditation

January 2021:
- Review all research produced and identify which ones could be translated & commercialised

Generate additional revenue & maintain fiscal discipline

March 2021
- Assess all University Enterprise and Services to identify which ones require private partnership to revamp it

May 2021
- Develop agricultural processing Unit and UCC Medical Centre
- Develop partnerships with industry and private investors to develop the Wamaso land

December 2021
- Commercialise the glass blowing unit to support research in the secondary and tertiary institutions in Ghana and the sub-region

December 2021:
- Commercialise laboratory services using Standards Board accreditation
- Commercialise knowledge from science research (plant medicine, innovations in agriculture, IT, vocational and technical education, nose mask, recipes from indigenous sources etc
- VOTEC to run short courses for caterers, seamstresses and hairdressers
- Partner with students to operate restaurants and dressmaking businesses

- September 2022: Develop business projects through the strengthening of the University Enterprises

August 2022:
- Establish large scale agricultural farm

Generate additional revenue & maintain fiscal discipline

August 2022
- Encourage colleges to develop new attractive and fee-paying programmes especially in health, science and engineering, architecture and building technology, science education, business and sports related disciplines.

September 2022
- Modernise the Transport Unit to reduce the number of vehicle and also consumption of fuel.
- Transport Unit will take custody of all vehicles so as to operate a unified transport system.
- Only approved duty bearers will be allowed to keep and control their official vehicles

August 2022
- Encourage the Workers Unions and other entities (including Co-operative Credit Unions) to partner the University to create new businesses and part of profits will be used to enhance the welfare of the workers.

March 2023
- Envisaged UCC Small Business are: Green UCC, UCC Builders, UCC Recycling (Toilet Rolls/ Plastics-separation of refuse), UCC Health (Services and Manufacturing), Sports & Recreation (UCC Youngsters, Hockey team, and others) UCC Intelligence (Forensic Science and Security), UCC Community Schools and UCC Press (Publishing).

Enhance visibility and promote internationalisation

October 2020
- Develop policy framework for internalisation and ranking of UCC

December 2020
- Improve staff students' ratio (get qualified part-time lecturers at CoDE added to the university's existing number of faculty)

Create reward and recognition (5 publications in SCOPUS will be given a citation and award)

June 2021
- CBC Linkage-Digital Television including a YouTube Channel to air all UCC programmes, promotional videos and documentaries to promote the rebranding efforts.
- Supply quality and usable stakeholder souvenir.

August 2021:
- Increase doctorate to bachelor's ratio (Get more PhD programmes especially professional doctorate programmes including DBAs)

Enhance visibility and promote internationalisation

December 2021
Research Outlook
- Research income (aggressively increase research commercialisation and grantsmanship)
- Give recognition to those who bring research grants and build capacity in research
- Capacity building workshops on grantsmanship should be given to members of staff so as to promote the idea, at least One department one research proposal per year
- Increase research productivity (number of publications) in SCOPUS index journal to achieve minimum 200 a year and divide amongst the Colleges (Sciences will be given more)

International outlook
- International students
  - Develop e-learning platform and add more online programmes
- International staff
  - Engage more international staff from our partner institutions to do collaborative research with Faculty as well as supervise and teach post-graduate programmes online
- International collaborations designed purposefully to attract international students and faculty
- Programmes to showcase our culture, indigenous agricultural innovations etc (History, African Studies, Ghanaian Languages).
- Invite Diaspora to participate in the programmes.

Enhance visibility and promote internationalisation

Immediately: Intentionally work towards our Impact Ranking in 2021 by giving special attention to the Sustainable Development Goals below:

1. **Poverty reduction**
2. **Zero Hunger**
3. **Good health and well being**
4. **Quality Education**
5. **Gender equality**
6. **Clean water and sanitation**
7. Affordable clean energy
8. Decent work and economic growth
9. Industry, innovation, manufacture
10. **Reduced inequalities**
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. **Life on land**; planting of trees
16. Peace, justice and strong institutions
17. Partnerships for the goals

August 2021
Engagement with Diaspora and collaboration with the PANAFEST secretariat

December 2020
Development of instruments for tracer studies for our graduates

May 2021: Administration and results

December 2020: Alumni email must be created and given to graduating students for them to use for getting their transcripts, references etc.
(Alumni should be defined to include those from our affiliate Universities)

Create organizational culture & improve efficiency & effectiveness of the governance system

August 2020
- Develop policy on Institutional Advancement and Rebranding of UCC

October 2020
- Develop policy on laboratory modernisation and commercialisation.
- Review existing policy to reflect the spirit of the Strategic Team(s).

December 2020
- Emboss/embed all official documents with UCC logo
- Compliance Office to ensure the successful implementation of the rebranding agenda
- Resource and build capacity of DPDEM

August 2021
- Upgrade by developing an informative map and a prototype of the University's plan be mounted in-front of the University administration
- Electronic location alert to be urgently developed.
- Improve stakeholder engagement

December 2021
- Identify key government policies and review and present position papers on them.

December 2021
- Review The proposal for the amendment of UCC Law (Law 278) and UCC Statutes (2016) to split the Pro-Vice-Chancellorship position; Pro-Vice-Chancellor (Research and Entrepreneurship) and Pro-Vice-Chancellor (Academic and Administration).

*In humility, let us lead, care and transform UCC
to create tomorrow's creators*

Arigatoo gozaimasu
Takk skal du ha
Me da mo ase
Thank you

"Who am I, O Lord God, and what is my house, that you have brought me thus far?" (2 Sam 7:18)